

ON MY HONOR, I PLEDGE
THE DEVELOPMENT OF A PLEDGE OF COMMITMENT
FOR
THE TULSA FIRE DEPARTMENT

Executive Development

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ABSTRACT

Although the Tulsa Fire Department (TFD) had very comprehensive Administrative Operating Procedures (AOP), it did not cover every conceivable situation that might arise within the scope of a member's employment, did not cover off-duty conduct and did not call for conformance to higher standards as public servants. The problem is that there was not a document established that called members of the Tulsa Fire Department (TFD) to a higher standard and guided their conduct in making decisions not covered by law, ordinance, rule or procedure. The purpose of this research was to develop a short, concise, abbreviated document that called members of the TFD to a higher standard and guided their conduct when faced with decisions not covered by law, ordinance, rule or procedure.

This study employed action methodology supported by historical, and descriptive methods. The following questions were used to gather the data for this project:

1. What are ethics or values?
2. What factors contribute to the establishment of an individual's ethics or values that are used in decision making?
3. Are codes, creeds, or pledges effective in guiding conduct?
4. Is there historical documentation to support the need for such a document for the TFD?
5. Do members of the TFD feel there is a need for a code of ethics or similar document to guide their decisions not covered by law, ordinance, rule or procedure?
6. Do Fire/Rescue departments in the region currently have established code of ethics or similar to guide their members conduct?
7. Do the Fire Chiefs of the departments in the region feel the need for a code of ethics or similar document for their departments?
8. What examples can be found of existing codes, creeds or pledges that could be used as a guideline or pattern for a code of ethics or similar document?

The literature review revealed adequate definitions of ethics, as well as components that contribute to the establishment of an individual's ethics or values and how it effects decisions. The review offered different opinions as to the effectiveness of codes, creeds or pledges, but the majority supported the fact that documents of this kind are

effective. Review of the previous 17 years of historical data was conducted to ascertain the number and circumstances surrounding the termination of TFD members during that period of time. In addition to the literary review and historical data, two surveys were conducted to answer questions posed above. The first survey was of TFD members to ascertain if a code of ethics or similar document was needed to guide their conduct in the absence of law, ordinance, rule or procedure. A second survey was conducted of regional fire departments to discover examples of established codes of ethics and if, in the opinion of the Fire Chief of the surveyed departments, codes were needed for their members.

The results were the establishment of a definition of ethics for the reason of discussion for this project. Components that influence the establishment of an individual's ethics or values that are used in making decisions were discussed and determined that most individual values are established before the age of eligibility for hiring. The research also revealed that depending upon the type, codes can indeed be effective in influencing a person's conduct to some extent. The historical data found that over the past 17 years only less than two percent of the TFD membership was terminated due to violations of law or department policy. By a slight majority, TFD members surveyed did not feel that an ethics code or similar document was needed, but the majority did signify that they would sign a document on a voluntary basis if developed. The survey of regional departments revealed that only half of the responding departments had a code of ethics for their department. Many surveyed departments had rules and regulations much like the TFD AOP, but not a separate document for ethics. A majority of the respondent department's fire chiefs surveyed felt a code of ethics or similar document was needed or beneficial. The original purpose of this project was to develop a code of ethics for the TFD, but the resultant document that was developed as a result of this research was titled the Tulsa Fire Department Pledge of Commitment.

The recommendations include the acceptance of the Tulsa Fire Department Pledge of Commitment developed as a result of this research project. The Pledge of Commitment should also be accepted and included as a part of the TFD AOP. Further, it should be combined along with the TFD Mission Statement and Loyalty Oath as a part of the probationary firefighter packet that is signed as a part of employment with the TFD. In addition, an eight-hour class on ethics and service commitment should be conducted as a part of the probationary firefighter training course and company officer's certification training. Finally, an opportunity should be given to all members of the TFD to sign the Pledge of Commitment on a voluntary basis as a sign of their commitment to the citizens of Tulsa and to the TFD.

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INTRODUCTION

It seems that almost every day reports in the media carry articles about public officials being investigated on ethics violations. Most recently in Oklahoma, there have been investigations of the governor in regards to the use of the States airplane for private and political reasons. CNN has carried the Ethics Committee investigation of the Democratic National Committee campaign contributions and unethical fund raising activities on the part of the Clinton administration. These are public officials that the citizens of a state and a country have placed their trust in and yet there are appearances of possible impropriety on their behalf that would undermine that trust.

In Tulsa, anytime a firefighter is arrested or connected to any questionable activity, the media is quick to identify them as a member of the Tulsa Fire Department (TFD) many times in the headline or byline of the article. This type of negative press can do great damage to the positive image that most fire departments want to maintain within the community. Since firefighters generally hold a high profile position, one that includes being a role model to many citizens, it seems profitable for department's members to conform to high standards. The problem is that there is not a document that calls for TFD members to conform to a higher standard and guides the actions of the members of the TFD when it comes to making decisions not covered by law, ordinance, rule or procedure. The purpose of the research is to develop a short, concise, abbreviated document that would set such a standard and guide the members of the TFD when faced with decisions not covered by law, ordinance, rule or procedure.

This study employed action methodology supported by historical and descriptive methods. The following questions were used to gather the data for this project:

1. What are ethics or values?
2. What factors contribute to the establishment of an individual's ethics or values that are used in decision making?
3. Are codes, creeds, or pledges effective in guiding conduct?
4. Is there historical documentation to support the need for such a document for the TFD?
5. Do members of the TFD feel there is a need for a code of ethics or similar document to guide their decisions not covered by law, ordinance, rule or procedure?
6. Do Fire/Rescue departments in the region currently have established code of ethics or similar to guide their members conduct?

7. Do the Fire Chiefs of the departments in the region feel the need for a code of ethics or similar document for their departments?
8. What examples can be found of existing codes, creeds or pledges that could be used as a guideline or pattern for a code of ethics or similar document?

BACKGROUND AND SIGNIFICANCE

Tulsa Fire Department

The Tulsa Fire Department (TFD) is a fully paid fire department in Tulsa, Oklahoma. Tulsa is the second largest city in Oklahoma and is located in the Northeast part of the state. The fire department provides fire, rescue, and EMS services to the 385,000 citizens of Tulsa and covers the 192 square miles within the city limits. Current resources include 30 fire stations housing 29 engines, 10 ladders, 1 squad, 2 truck units, 2 haz-mat trucks and 3 ARFF units. Members are assigned to one of three platoons working a 24-hour duty shift followed by 48 hours off-duty time. The city is divided into five districts with each district having a District Chief and each platoon supervised by an on-duty Assistant Chief. The TFD is 720 members strong with 690 being sworn personnel and approximately 30 non-sworn.

The TFD has a current document that outlines specific duties and actions to be adhered to during non-emergency working conditions. The document is called the Administrative Operating Procedures and for size reasons is not included under the cover of this project. It is divided into 8 sections that deal with organizational structure and job descriptions, uniforms and appearance, safety and health, life and fire safety, communications, physical resource management, and promotions.

Firefighter Applicant Information and Guidelines

Prior to 1994, the hiring process for the TFD was basically based upon the highest written scores and the fastest cumulative times on the physical ability entrance test. The process was changed in 1994 to one that placed more emphasis on the educational achievements, responsible work history, community involvement, and job-related background of the applicants. Since 1994, the written scores and physical ability scores are strictly pass/fail and used only as a gatekeeper for the rest of the process. The two more important factors now have become the oral screening interview and the background investigation questionnaire. See Appendix A, pages 25-26 for information on minimum requirements for employment and suggested guidelines to assist applicants in the hiring process.

Tulsa Fire Department Mission Statement

The TFD has a mission statement that guides the focus of the department in the accomplishment of specified goals. (See Appendix B, p. 28)

Tulsa Fire Department Loyalty Oath

The TFD Loyalty Oath is led by the mayor of the city and sworn to by all probationary firefighters at graduation from the firefighter academy . (See Appendix C, p. 30)

This research is relevant to Unit 6: Ethics, of the Executive Development course. In that unit of the course it discussed that public officials are persons to whom property or power is entrusted and that they must conform to a higher standard. The purpose of this project was to develop a code that would set high standards for personnel of the Tulsa Fire Department.

LITERATURE REVIEW

Ethics is defined as the study of human conduct with the emphasis on the determination of right and wrong. (Smith, 1973) Additionally, ethics is the standards of human conduct sometimes called morals, or the rules or standards governing the conduct of the members of a profession. (Encarta 97, 1993-1996)

There are many different factors that go into developing an individual's ethics or values that influence the way in which they make decisions and judgements through out their lives. The following paragraphs are the highlights of articles on this subject.

In our efforts to learn about the world, we do not just occasionally rely on an external authority to tell us what to believe. This is actually the most common way that we form our beliefs, and not merely as children, when we treat as gospel truth anything that our parents or teachers tell us, but even as adults, when we rely on 'experts' of all kinds. (Lewis, 1990, p. 23)

He continues in this book to map out the six ways we choose values as authority, logic, sense experience, emotion, intuition, and science.

Marvin T. Brown (1990) relates much of the same information regarding an individual's set of resources from which they draw to make decisions. He contends that when a person makes individual decisions they rely upon intuition, experience, feelings, and external authority.

There are at the bottom only three alternative routes or approaches to follow in making moral decisions. They are: (1) the legalistic; (2) the antinomian, the opposite extreme – i.e., a lawless or unprincipled approach; and (3) the situational. All three have played their part in the history of Western morals. (Fletcher, 1966, p. 17)

Fletcher further explains that the legalistic encumbers the decision-maker with a number of rules and regulations to follow. With the opposite antinomianism there are no rules, principles, or maxims to guide one's choice, only the unique situation, to provide it's own ethical solution. The third approach, situationism or situation ethics is in between the first two and jumps from one polarity to the other using both maxims and principles, but willing to compromise in the situation if love seems better served by doing so.

In two contrasting views, Benedict De Spinoza (1995) and Friedrich Nietzsche (1995) relate ethics to belief in God and atheism respectively. Spinoza believes that because God is infinite and the creator of all, understanding God is the most important goal a person can have in life and those who come to understand God will desire good for others and behave ethically toward them. Nietzsche, on the other hand, contrasts that view in his belief that religion, particularly Christianity, subjects individuals to unrealistic morality. If one rejects this idea of morality then they can experience fullness of life and develop their ethics based on human experience rather than abstract concepts.

The good life and how to live it must always have been the subject of human speculation. In all his varied actions man sees that not just any way of doing them will lead to success but that there is a right way and a wrong way.

(Fagothey, 1967, p. 1)

Fagothey theorizes that ethics interprets the fact of human life as the acknowledgement of right and wrong in human conduct. He lists three kinds of human acts that the human race judges human conduct by: those that a man ought to do, those that he not ought to do and those that he may either do or not do.

The following are opinions offered from research that discusses the effectiveness of codes, creeds and pledges in guiding or influencing behavior.

“Although this may sound odd, the purpose of ethics is not to make people ethical; it is to help people make better decisions” (Brown, 1990, p. xi). Brown further argues that ethics belongs in the decision-making processes of an organization and can actually increase the resources for making decisions and ensure that people make the best

possible decisions. He also advocates a positive rather than negative approach to ethical guidelines. A negative ethic tells a person what not to do, where a positive guideline tells a person what they should do.

Lewis B. Smedes (1991) believes that rules are beneficial and make life easier and safer. By using rules it takes the hassle out of morality because one knows the rules and knows them ahead of time. Rules reduce risks and help us use our freedoms wisely. Smedes also answers the question as to what a moral rule is. It is a statement that tells us what we ought to do, is understandable, tells us ahead of time what to do and is something we can use to determine if something we have already done is right or wrong.

Rudy Abramson (1995) believes that honor codes can promote ethical behavior on college campuses. Abramson points out that variations on honor codes are embraced by 100 or more institutions of higher learning, in addition to the military academies and venerable military schools such as VMI and the Citadel. These schools range from small schools to larger more recognizable named schools. Many times it has been the students themselves that have voted to retain honor codes when given a chance to vote. Although honor codes became unpopular on college campuses in the 1960's and 1970's there is now a movement reemerging toward the use of honor codes as a way to encourage students to behave ethically.

Randy Pennington and Marc Bockman (1992) in their book *On My Honor I Will* cite the example of the success of the J. C. Penney Company Inc. In 1913, when the Golden Rule Stores incorporated as the J. C. Penney Company, the owner James Penney met with the partners to discuss the new company. Concerned that the new company would have the same motivation, spirit, and ethical foundation that had made the company successful the partners adopted a company motto based on four words. Those words were Honor, Confidence, Service and Cooperation. In addition to the motto the company also produced the "Penney Idea" which were seven principles that guide the company to this day. (See Appendix D, p. 32)

William D. Hitt (1990) contends that certain beliefs or values guide every organization. These beliefs tell the members what is important and what the organization stands for. The following is an excerpt from his book on the importance of corporate values as stated by Thomas Watson Jr. of IBM.

I firmly believe that any organization, in order to survive and achieve success, must have a sound set of beliefs on which it premises all its policies and actions. Next, I believe that the most important factor in corporate success is faithful adherence to those beliefs. And finally, I believe that if an organization is to

meet the challenge of a changing world, it must be prepared to change everything about itself except those beliefs as it moves through corporate life. (pp. 14-15)

Watson was referring specifically to a set of beliefs based upon respect for the individual, customer service, and excellence. Values are the soul of an organization regardless of whether they are explicit or implicit. A healthy organization will have compliance between the statement of its values and the behavior of its members.

In contrast to the above positive examples Frank Sherwood (1988) argues that codes of ethics do not seem to be effective in creating the type of behavior we desire in our public officials. Sherwood contends that there are two reasons that codes do not work. First is the fact that people live in many different worlds, playing segmented roles, and individuals have different values that they bring to the choice among codes. Secondly, codes are universalistic that set outer boundaries for behavior. They set limits of transgressions that take a “thou shalt not” approach while our moral problems occur in choices where limits are not seen or are seen very dimly.

“The right heart with a wrong creed is better than the right creed with the wrong heart” (Lucado, 1994, p.43). This was a quote from a book that was unrelated to our subject but bears out the fact that codes or creeds alone will not make a person behave ethically. Additionally, an editorial comment from one of the TFD members filling out a survey was, “Ink does not an ethical person make” (See Appendix E pp. 34-35).

According to unofficial records, since 1980 there have been approximately 12 members of the TFD terminated as a result of their behavior or actions. These offenses range from federal crimes to conduct unbecoming a firefighter. In addition to these terminations, there have been other disciplinary actions taken against members of the department during the same time period. There have been no terminations or disciplinary actions against TFD personnel for those members hired after 1994 when the hiring requirements and guidelines changed.

Brian Burrell (1997) has compiled a collection of creeds, codes, mottoes, pledges, phrases, and inscriptions that have influenced and shaped America. Over 150 different entries ranging from the Golden Rule, to the Nicene Creed, from the Oath of the President of the United States, to the Thirteen Virtues of Ben Franklin, from the Mottoes of the States, to the Boy Scout Oath were contained within the pages of the book. See Appendix F, pages 37-46 for those that were chosen as a guideline or pattern for this research, as well as two that were cited strictly for comic relief. Included in the same

appendix is “The Firefighter’s 10 Commandments” written by Carl E. McCoy that was sent along with one of the surveys returned by a regional fire chief.

The definition of choice for the guidance of this project was established to be that ethics is a set of standards that govern the conduct of the members of a profession. The one common element that was supported in the majority of the articles was that an individual’s values or ethics is based upon an external authority or a legalistic influence. Whether one’s belief is in a higher external power or not, a person can still make proper choices and behave in an ethical manner. Additionally, a person’s own logic, experience, intuition, emotions, and experience will be used to guide their actions in situations. The representations of the variations of the Golden Rule by so many different religions and philosophers indicate a common theme of respect and honor for others. Most of the material supports the fact that codes, creeds, and pledges are effective in guiding conduct and promoting success. The goal of a code would be to guide conduct and decisions and not to try to make a person ethical, which is based upon a personal system of beliefs or values. A pledge of what a person is committed to do and not a list of what a person shall not do seems to be more appropriate for this project in light of the material presented.

PROCEDURES

Research Methodology

The desired outcome of the research project was to develop a code of ethics or similar document for the Tulsa Fire Department (TFD). The research methodology was action supported by historical and descriptive methods. In an attempt to complete this task a definition of ethics was established and factors that influence a person’s values or beliefs were identified. The effectiveness of codes, pledges, and creeds in guiding conduct was investigated in the literature review and by a survey distributed to regional fire departments. The need for a code of ethics for the TFD was ascertained by reviewing historical data and by a survey of TFD members. Finally, a number of codes, creeds and pledges from other professions, groups, companies and agencies were read and some chosen as a pattern for the pledge developed for this project.

Literature Review

The review of literature was performed at three different local libraries, two of which were within the Tulsa County Public Library system and the third at the Tulsa Community College Northeast Campus facility. The initial search was made under the titles of ethics, values, and beliefs with additional searches being conducted by authors

names obtained from related National Fire Academy applied research projects on file at the Learning Resource Center (LRC). The search for applicable material also led to other books and publications by professional organizations like the International City Management Association whose primary focus was not on ethics but on other organizational issues.

Survey Descriptions

The first survey was distributed to 400 member of the TFD. This survey distribution was accomplished through the 15 District Chiefs and the Chief of Training. In late October, each District Chief was given 25 surveys and asked to have them completed by members in their respective districts and returned within a two-week period. Additionally, 25 surveys were given to the Training Chief for distribution to training, and code enforcement staffs. These surveys were randomly given to members in the district or division without consideration to rank or time on the job and the distribution left strictly up to the discretion of the District Chief. There are, on the average, 40 members within each of the respective districts and within the training and code enforcement division. The return rate was 74% with 296 of the 400 surveys being returned. See Appendix G, page 48, for a copy of the survey.

The second survey was sent to 42 fire departments in the region. Each survey was addressed to the chief of department of the four largest cities in each of the seven states surrounding Oklahoma. The cities to be surveyed were determined by using the *National Directory of Fire Chiefs and Emergency Departments* (1997) and based upon population of the city. Those cities, including those from the state of Oklahoma, were from the states of: Arkansas, Colorado, Kansas, Louisiana, Missouri, New Mexico, and Texas. In addition to the 32 cities above, ten other cities were sent surveys that are TFD market cities used in comparison for collective bargaining purposes. Those cities are: Austin, Texas; Dallas, Texas; Ft. Worth, Texas; St. Louis, Missouri; Kansas City, Missouri; Wichita, Kansas; Tucson, Arizona; Nashville, Tennessee; Oklahoma City, Oklahoma; and Omaha, Nebraska. If one of the market cities was also one of the largest cities in a state, as in the case of Dallas, Texas, then the next largest city in the state was selected. There were only 18 of the 42 surveys returned for a rate of 43%. View Appendix H, page 50, for a copy of this survey. Along with a few of the returned surveys, some respondents sent applicable documents from their departments, including rules and regulations, codes of conduct, and ethics codes. Also included in one response was a document called the “The Firefighter’s 10 Commandments” which had been written by a friend of the respondent but was not an adopted document for that department.

Assumptions and Limitations

The information reviewed in literary form did not contain any information relating specifically to fire departments. Neither was information used from current applied research projects on file at the LRC, other than using their reference lists for the discovery of author's names with writings on the subject of ethics. The purpose behind that decision was to not limit information only to the fire service and broaden the scope of the study, but in doing so did eliminate sources with examples relating to the fire service field.

The historical information on the terminations and dismissals of TFD members was unofficial information. The document used contains names of all members leaving the department for any reason, including terminations, service retirements, and resignations. For the members terminated, the reasons for dismissal were not listed in the document. Only the recollection of the author was relied upon to determine the circumstances surrounding the termination. Official personnel records of those individuals would not be accessible, as it is protected information. There was not a question on the survey of regional departments as to the percentage or number of their members terminated so that a comparison could be made to the TFD statistics.

The questions of the first survey did not contain a space or box with only yes or no responses indicated. This allowed for comments or responses other than yes or no, which caused the need for interpretation of a few of the answers. For example, on question number ten, if the respondent answered yes it was interpreted as meaning both on and off duty. If the respondent answered no, it was interpreted as meaning on duty only. Of those responding, 14% either did not answer question number ten or answered neither which was calculated in the N/A category. The entire membership of the department was not surveyed, instead only 400 questionnaires were randomly distributed. Due to the numbers of personnel gone at any one time for reasons of annual leave, sick and injury leave, etc. it is felt that the percentage of surveys returned would not have increased dramatically.

The second survey was not distributed throughout departments in all of the states, but included only the surrounding states. A broader perspective could have been obtained if more states and departments were surveyed. The sample was not selected at random but contained criteria for the distribution based on the location near Oklahoma and population of the city. The ten market cities were chosen as municipalities closely compared to Tulsa in department size, population, and services provided and are otherwise used primarily for collective bargaining purposes.

RESULTS

What are ethics or values?

Ethics is the study of human conduct, sometimes called morals with an emphasis upon right and wrong conduct. Even more closely related to our study it is defined as the rules or standards governing the conduct of the members of a profession.

What factors contribute to the establishment of an individual's ethics or values that are used in decision making?

Many factors were discovered that contribute to the establishment of or that have influence on an individual's ethics or values. Among these are external authority or legalistic influence, logic, emotion or feeling, experience, intuition, and science. Arguments also debated the question whether or not belief in a higher or supreme authority makes people behave ethically. Although most of the factors seem to be ones that are established earlier in a person's life, the influence can extend into adulthood from sources or persons thought to be of high regard.

Are codes, creeds or pledges effective in guiding conduct?

The majority of the information studied supports the fact that codes, creeds, and pledges can indeed be effective in guiding people to behave ethically, make good decisions, be motivated to reach for and attain success, and in living life easier and safer. Many of the documents studied had a positive, what one should do or pledges to do, rather than a negative, what one shall not do approach. Although the code itself will not make a person ethical it can influence them to positive outcomes. There has even been movement back toward the establishment and maintenance of honor codes on college campuses in the country.

Is there historical documentation to support the need for such a document for the TFD?

The review of the available records since 1980, reveal that approximately 12 members of the TFD have been terminated or dismissed for infractions of the law or conduct unbecoming of a firefighter. This figure is less than two percent of the membership. In addition, there have been other members receive less severe punishments during that same time period for lesser offenses.

Do members of the TFD feel there is a need for a code of ethics or similar document to guide their decisions not covered by law, ordinance, rule or procedure?

According to the survey of TFD members, by a majority of 55% to 42% those surveyed did not feel a code of ethics or similar document was needed and additionally 53% did not believe one should be developed as a

condition of employment. In contrast, however, 65% of the respondents indicated they would sign a code if developed and by a 53% to 33 % margin thought it should cover on and off duty conduct.

Do Fire/Rescue departments in the region currently have established code of ethics or similar to guide their members conduct?

Of the 18 departments returning surveys only 50% or 9 out of 18 had existing documents similar to a code of ethics or conduct. The majority had a section or sections contained in their rules and regulations pertaining to ethics or conduct and many were very extensive in what it covered. No examples were sent that were short concise statements or philosophies toward firefighters behavior.

Do the Fire Chiefs of the departments in the region feel the need for a code of ethics or similar document for their departments?

Of the 18 departments returning surveys 50% or 9 out of 18 did not have existing documents similar to a code of ethics or conduct. Out of 9, 78% indicated that they felt a code was needed or would be beneficial to their departments. Even though question #5 of the survey actually only applied to departments without a code of ethics some departments having a code answered in the affirmative that it was important to their department. Three departments indicated that they were in the process of updated their documents, one of which indicated the need for a code that was simpler than their enumerated one they had submitted with their survey.

15 of the 18 departments returning surveys were interested in receiving a copy of the finished product of this applied research project.

What examples can be found of existing codes, creeds or pledges that could be used as a guideline or pattern for a code of ethics or similar document?

Many examples were found of existing codes, creeds, and pledges that could have been used as a guideline or pattern to develop a code of ethics or similar document for the TFD. The examples were exhaustive, but see Appendix F pages 37-46, for examples of those selected as being the influential in the development of the Tulsa Fire Department Pledge of Commitment. The two most influential documents used in the development of the pledge were the “ Boy Scout Law” and “ The Firefighter’s 10 Commandments.”

Tulsa Fire Department Member Survey

This survey had a 74% return rate with 296 of 400 surveys returned. Information from the TFD member survey showed that the majority of members have received gratuities from both food vendors and retail stores.

Question number four revealed that 61% of the respondents have not been issued a traffic ticket for a violation as a result of being a member of the TFD. Less than one percent of the membership responding to the survey had ever been offered a gratuity in exchange for overlooking or not reporting a violation. The majority responding indicated they did not feel they had to make decisions that fell inside the law but could have been considered unethical. The majority indicated that a code was not needed to guide their conduct and that one should not be established as a part of the condition of employment with the TFD. However, 65% of the respondents did indicate that they would sign on a voluntary basis if a code were developed. Finally, 53% of the members returning surveys responded that a code should cover conduct on and off-duty. For complete results and percentages see Appendix I, page 52.

Regional Fire Department Survey

Regional fire departments returned 18 of the 42 surveys sent for a return rate of 43%. Of the 18 surveys returned 9 of the 18 or 50% had established codes of ethics or similar documents. However, the majority had sections contained within rules and regulations and not a stand-alone document for their code of ethics or conduct. The majority of respondents that did have a code did not make the signing of the code mandatory as a condition of employment. All of the respondents that currently have a code indicated that it covered on and off-duty conduct. Finally, for those with a current code, 78% said that members of their department had been terminated for violation of the rules or code. Of the respondents that did not currently have a code of ethics or similar document in place, 78% felt it was needed or would be beneficial to their department. In fact, three departments wrote that they were currently in the process of developing a code or updating their code. When asked if they would like to receive a copy of the finished project from this research 83% of all respondents indicated an interest. For results of the entire survey see Appendix J, page 54.

Conclusion

The overall conclusion reached from this study is that code, creeds, and pledges can be effective in guiding conduct and behavior of individuals. The desire would be to hire ethical people from the beginning, but that may be, at best, difficult to do in every situation. There are even some questions, for example whether a person believes in God or not, that could not be asked in an interview situation according to the Civil Rights Act of 1964 that prohibits prohibiting discrimination on religious grounds. (Hogan, 1995) In looking at the information given it seems that most people's ethical views would be fairly well established before the age that they are eligible for hiring.

These conclusions can be drawn from the surveys. Administrators feel there is a need for some type of code where TFD members surveyed did not. As a result of the surveys and overall research conducted, the resultant product of this project became a pledge of commitment instead of the original thought of developing a code of ethics. The pledge seemed to be more appropriate in light of the information gathered. The pledge carries a positive theme to it where a code of ethics may have been thought to be negative and restrictive upon the TFD members. The final product, The Tulsa Fire Department Pledge of Commitment can be found in Appendix K, page 56.

DISCUSSION

It is clear that many factors contribute to the establishment of an individual's ethics or values. The factors of external authority, experience, logic, emotion, intuition, and science were identified as a result of this project. Regardless of the terminology there are those influential factors that shape each individual person's behavior. Furthermore, each individual brings into every situation their own set of contributors to those factors and thus their own set of ethics. This fact would make it impossible to dictate a set of ethics for every one in a group to live by and have everyone agree that they are fair and equitable. Even so, the intended outcome of establishing a code would be to insure that members of the TFD have a set of guidelines to draw from to make the best possible decisions in regard to conduct and behaviors. It would not be the intent to make people ethical, but to assist them in making good choices. Just as the TFD Mission Statement acts as a guide for the direction of the department, a code or pledge would guide individuals conduct.

The contrasting thought of the TFD members indicating that a code is not needed and the thoughts of the regional fire department's administrations that one is needed or beneficial are not surprising. The survey used the terminology of a "code of ethics" or "code of conduct" which may have sounded restrictive and looked upon as an imposition upon certain rights of the individual. However, administrators know the need to have rules and regulations and fair guidelines established to direct the membership, especially in this day and age of litigation and lawsuits.

The study produced a great deal of support for some sort of code, creed or pledge being a part of any organization. The research also indicated that a positive approach of "what to do" guidelines work the best. This had a major impact upon this project and the reason it was decided to change from the original thought of

developing a “code of ethics” to preparing the end product of the research which became the TFD Pledge of Commitment.

The potential impact that will be realized by the TFD will be a greater awareness placed upon the firefighters that there is a higher standard to be attained. If a strong foundation is established in the formative years of a person’s career in the fire service, that there is a higher standard required, it very well could carry them through for the remainder of their fire service years. For incumbent firefighters who agree with the pledge and sign it, the pledge will be a source of reference to go to as a reminder of their commitment to the citizens, and to the TFD. Signing of the pledge alone will not ensure the desired behavior, but the hiring and screening process must continue to be one that selects and hires the best suited candidates to be a part of the honorable and rewarding profession.

RECOMMENDATIONS

The recommendations include the acceptance of the Tulsa Fire Department Pledge of Commitment developed as a result of this research project and its inclusion as a part of the TFD AOP. Further, it should be combined along with the TFD Mission Statement and Loyalty Oath as a part of the probationary firefighter packet that is signed as a condition of employment with the TFD. In addition, an eight-hour class on ethics and service commitment should be conducted as a part of the Probationary Firefighter Training Course and the Company Officer’s Certification Training Course. Furthermore, an opportunity should be given to all members of the TFD to sign the Pledge of Commitment on a voluntary basis as a indication of their commitment to the citizens of Tulsa and to the TFD. Finally, the hiring process should continue to be monitored to see if the changes made in 1994 have had a positive effect in reducing the number of terminations since that time as compared to previous years.

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APPENDIX A

**TULSA FIRE DEPARTMENT
FIREFIGHTER APPLICANT INFORMATION
CITY JOB-LINE (918) 596-7444**

I. REQUIREMENTS:

Applicants must meet the following minimum requirements:

AGE:

Must be at least 21 years of age.

EDUCATION:

Must possess either a High School Diploma or General Educational Development (GED) certificate.

CHARACTER:

No one may apply who has been convicted of a felony, a crime of moral turpitude, or has been dishonorably discharged from the Armed Forces of the United States. Any applicant who falsifies an application shall be rejected from further consideration.

MEDICAL REQUIREMENTS:

Final determination of an applicant's medical acceptance shall be made by the City of Tulsa Physician and the Oklahoma Pension and Retirement System.

VISION:

Corrected vision must be no less than 20/30 in both eyes and visual acuity without correction must be no less than 20/100. Must be able to distinguish red, green, and yellow.

HEARING:

Hearing must be normal in both ears, no hearing aid devices are allowed.

II. HOW TO APPLY:

Applicants should call the City of Tulsa Job-Line at (918) 596-7444 for information regarding the minimum requirements and upcoming test dates. There is no application prior to the written exam. If you have additional questions, you may contact the Tulsa Fire Department Recruitment Officer at (918) 596-9418.

III. SELECTION PROCESS:

*For more details see Selection Process Information Sheet.

1. Written Examination (Pass/Fail)
2. Physical Agility Test (Pass/Fail)
- Application Review (Pass/Fail)
4. Oral Screening Board
5. Background Investigation and Reference Checks
6. Conditional Offer of Employment
7. Psychological Assessment and Interview
- Medical Examination by City Physician including a drug screening
9. Acceptance into Oklahoma Firefighter Pension System
10. Final Offer of Employment

TULSA FIRE DEPARTMENT GUIDELINES FOR APPLICANTS

In addition to the mandatory testing requirements, there are several areas that are considered to be important in the review of an applicant's qualifications for the Tulsa Fire Department. The following should serve only as a guide for applicants. In no way does meeting one or all of the following guarantee an applicant employment with the Tulsa Fire Department.

EDUCATION: The minimum requirement to test for the Tulsa Fire Department is a High School diploma or GED certificate. However, any additional education, ranging from Technical School to a Bachelor's degree and above, may be considered. Course work in Fire Technology or any Advanced Fire Training may also be reviewed.

MILITARY EXPERIENCE: Current or previous experience in the military may be evaluated. Although this is not a requirement to test for Firefighter, experience of this kind may be reviewed in light of the fact that the Tulsa Fire Department is a para-military organization.

RESPONSIBLE WORK HISTORY: The level of responsibility of your current job may be evaluated. Aspects such as previous employment, promotions one has received, and stability of employment may also be considered. In addition, periods of self-employment may also be considered as relevant work experience.

COMMUNITY INVOLVEMENT/ACTIVITY: The Tulsa Fire Department provides a vital service to our community and therefore encourages community involvement. An applicant's current membership in community organizations, volunteer work, and ability to show leadership may be evaluated.

JOB-RELATED TRAINING/SKILLS: In addition to the minimum requirements, the Tulsa Fire Department may evaluate an applicant's previous experience and training in the field of Fire Protection. Examples of additional qualifications may include First Responder certification, EMT certification, previous firefighting experience, advanced course work in fire technology and/or fire protection, and any other relevant experience.

In addition, applicants selected for final review will be subject to a criminal background investigation and reference check. Individual decisions will be made based on the circumstances and nature of the offense.

- ☐ **These guidelines are subject to change or revision by the Tulsa Fire Department at any time.**

APPENDIX B

It is OUR MISSION

**to protect community life, health, property and the environment by
delivering quality life and fire safety services.**



**TO ACCOMPLISH OUR MISSION, IT IS ESSENTIAL THAT
WE RECOGNIZE THE FOLLOWING SERVICE STRATEGIES**

- ⊗ Aggressively deliver life and fire safety education to the community.**
- ⊗ Aggressively work to prevent hazardous conditions.**
- ⊗ Respond promptly to rescues, fires, medical emergencies and natural disasters.**
- ⊗ Ensure actions are safe, professional, and in harmony with the needs of the environment and the demands of the community.**
- ⊗ Actively coordinate our service with other agencies in the region.**
- ⊗ Actively seek to provide other community services within the scope of our mission.**

**FURTHERMORE, TO HELP OUR ORGANIZATION ACCOMPLISH ITS MISSION
WE REALIZE THAT:**

- ⊗ Each individual is valuable to the department.**
- ⊗ Each individual must be treated ethically and provided training, proper equipment, support, safety and opportunity.**
- ⊗ Each individual is accountable to others in the organization, the department, and the public.**

APPENDIX C

APPENDIX C**TULSA FIRE DEPARTMENT****LOYALTY OATH**

**I do solemnly swear to support
the Constitution of the United States of America,
the State of Oklahoma,
and the Charter and Ordinances
of the City of Tulsa.**

**That as a sworn member I will obey
The lawful orders of my superior officers
and the rules and regulations
of the Tulsa Fire Department
That I will protect community, life, health,
property, and the environment
by delivering quality life and fire
safety services to all citizens and to uphold
the honor of the Fire Service Profession
to the best of my ability.**

APPENDIX D

APPENDIX D**“THE PENNY IDEA”**

- 1 To serve the public as nearly as we can, to its complete satisfaction.
- 2 To expect for the service we render a fair remuneration and not all the profit the traffic will bear.
- 3 To do all in our power to pack the customer's dollar full of value, quality, and satisfaction.
- 4 To continue to train ourselves and our associates so that the service we give will be more and more intelligently performed.
- 5 To improve constantly the human factor in our business.
- 6 To reward men and women in our organization through participation in what the business produces.
- 7 To test our every policy, method, and act in this wise: “Does it square with what is right and just ?”

APPENDIX E

APPENDIX E

Editorial Comments to Tulsa Fire Department Member Survey

Question #1

Yes, at neighborhood block parties.
Yes, from Red Cross at second alarms

Question #2

Yes, and I always leave the waitress/waiter the difference plus tip.
Yes, Unsolicited

Question #3

Yes, usually from other firemen.

Question #4

Yes, but also have received a citation because I should have known better.
Maybe, the officer that did not give me a ticket did not say it was the reason.
Maybe, though no mention was made of it. I was in uniform though.

Question #5

No, but I would
No, unless sex counts then yes

Question #7

No, there is already one in place.
I would not oppose such a guide but I don't see a problem in this area.
Sure, If it was based on biblical principles.
No, that is what morals are for.
No, it's implied.
I'm not sure it is needed but it's not a bad idea.
Yes, some need it.
No, you can not regulate morality.
No, raise hiring standards.
Yes, I feel it would be a helpful benchmark from which to work.
No, common sense.
Signing a code of ethics is not going to automatically give an individual a conscience. You are only going to be as honest as you already are.
No for me, but some others yes.

Question #8

Wouldn't hurt.
Yes, If they are based on sound biblical principles and not moral relatives.
Yes, I think there already is one.
I don't think it's needed, but I'm not opposed to it.
It depends upon the code proposed.
Yes, only if current administration was required to sign and abide by the same code
No, I didn't know we had a major problem with our behavior.
No, Ink does not an ethical person make.

Question #9

Sure, if it is ethical.
 Yes, if it did not defy God's word
 Depends on how it is written.
 No, don't need it.
 I would have to see it first.
 It would depend who made up the ethics and if everybody had to follow the same rules including the administration.
 It would depend upon the specifics of the code.

Question #10

Both, You are a representative of the TFD whether on duty or off. It should apply at all times.
 Both, As long as it does not get so specific that it would offend others freedoms.
 Both, How we conduct ourselves off the job has a direct impact on how we conduct ourselves on the job. There should be no distinction.
 Both, If identified off duty as a fire fighter.
 Don't need one, we have one already. i.e. conduct unbecoming.
 We don't need one. It is a question of morals. Some use good judgement and some don't. This would not change that.
 All the time, especially if you are wearing something that denotes you job.
 Should not be needed. Any (or most) moron should know how to act.

Comments to overall survey

This is the kind of B.S. that goes on instead of worrying about fire fighting which is what we are supposed to do.
 Have you ever accepted a paycheck as a result of being a member of the TFD?
 Need to have morals, not Code of Ethics.
 People will behave based on their own set of morals regardless of having signed a Code of Ethics or not
 Chief Sharp, I would love to assist in any way in the development of such a document.

APPENDIX F

APPENDIX F

The Golden Rule

Christianity

So in everything, do to others what you would have them do to you, this sums up the Law and the Prophets.

Matthew 7:12 (New International Version)

Islam

No one of you is a believer until he desires for his brother that which he desires for himself.

Confucianism

Fidelity to one's self and the corresponding reciprocity are not far from the path. What you do not like when done to yourself, do not do to others.

Aristotle

The question was once put to him, how we ought to behave to our friends, and the answer he gave was, "As we should wish our friends to behave to us.

Hinduism

Do not do to another what is disagreeable to yourself: this is the summary Law; the other proceeds from desire.

Thomas Paine

The duty of man is not a wilderness of turnpike gates, through which he is to pass by tickets from one to another. It is plain and simple, and consists of but two points. His duty to God, which every man must feel, and with respect to his neighbor, to do as he would be done by.

Louis Armstrong

I got a simple rule about everybody. If you don't treat me right, shame on you!

The Athenian Oath of Citizenship

I will not disgrace my sacred arms nor desert my comrade,
wherever I am stationed.

I will fight for things sacred and things profane.

And both alone and with all to help me, I will transmit my fatherland
not diminished but greater and better than before.

I will obey the ruling magistrates who rule reasonably
and I will observe the established laws and whatever laws
in the future may be reasonably established.

If any person seeks to overturn the laws,
both alone and with all to help me,

I will oppose him.

I will honor the religion of my fathers.

I call to witness the Gods: Aglauros, Hestia, Enyalios, Ares and Athena Areia,
Zeus Thallo, Auxo, Hegemone, Heracles,

The borders of my fatherland, the wheat, the barley, the vines,
and the trees of the olive and the fig.

This oath was sworn by young men who enrolled in the Ephebic College, a college of citizenship and military training.

The Boy Scout Oath

On my honor I will do my best;

To do my duty to God and my country, and obey the Scout Law;

To help other people at all times

To keep myself physically strong, awake, and morally straight.

The Boy Scout Law

A Scout is TRUSTWORTHY. A Scout tells the truth. He keeps his promises. Honesty is a part of his code of conduct. People can always depend upon him.

A Scout is LOYAL. A Scout is true to his family, friends, Scout leaders, school, nation, and world community.

A Scout is HELPFUL. A Scout is concerned about other people. He willingly volunteers to help others without expecting payment or reward.

A Scout is FRIENDLY. A Scout is a friend to all. He is a brother to other Scouts. He seeks to understand others. He respects those with ideas and customs that are different from his own.

A Scout is COURTEOUS. A Scout is polite to everyone regardless of age or position. He knows that good manners make it easier for people to get along together.

A Scout is KIND. A Scout understands there is strength in being gentle. He treats others as he wants to be treated. He does not harm or kill anything without reason.

A Scout is OBEDIENT. A Scout follows the rules of his family, school, and troop. He obeys the laws of his community and country. If he thinks these rules and laws are unfair, he tries to have them changed in an orderly manner rather than disobey them.

A Scout is CHEERFUL. A Scout looks for the bright side of life. He cheerfully does tasks that come his way. He tries to make others happy.

A Scout is THRIFTY. A Scout works to pay his way and to help others. He saves for the future. He protects and conserves natural resources. He carefully uses time and property.

A Scout is BRAVE. A Scout can face danger even if he is afraid. He has the courage to stand for what he thinks is right even if others laugh at him or threaten him.

A Scout is CLEAN. A Scout keeps his body and mind, fit and clean. He goes around with those who believe in living by the same ideas. He helps keep his home and community clean.

A Scout is REVERENT. A Scout is reverent toward God. He is faithful in his religious duties. He respects the beliefs of others.

This is the most recent revision of the original Oath and Law first formed in 1908 by founder Sir Robert Baden-Powell

The 4 – Way Test (Of The Things We Think, Say, or Do)**Rotary International**

1. Is it the TRUTH?
2. Is it FAIR to all concerned?
3. Will it build GOODWILL and BETTER FRIENDSHIPS?
4. Will it be BENEFICIAL to all concerned?

Written in 1932 by Chicago Rotarian named Herbert Taylor it was to be used as a simple measuring stick of ethics everyone could easily memorize.

The Ten Commandments of Success

1. Work Hard. Hard work is the best investment a man can make.
2. Study Hard. Knowledge enables a man to work more intelligently and effectively.
3. Have Initiative. Ruts often deepen into graves
4. Love Your Work. Then you will find pleasure in mastering it.
5. Be Exact. Slipshod methods bring slipshod results
6. Have the Spirit of Conquest. Thus you can successfully battle and overcome difficulties.
7. Cultivate Personality. Personality is to the man what perfume is to the flower.
8. Help and Share with Others. The real test of business greatness lies in giving opportunity to others.
9. Be Democratic. Unless you feel right towards your fellowmen you can never be a successful leader of men.
10. In all Things Do Your Best. The man who has done his best has done everything. The
man who has done less than his best has done nothing.

Charles Schwab

The Declaration of Geneva

At the time of Being Admitted as a Member
of the Medical Profession.

I solemnly pledge myself to consecrate my life to the service of humanity.

I will give my teachers the respect and gratitude, which is their due.

I will practice my profession with conscience and dignity.

The health of my patient will be my first consideration.

I will respect the secrets, which are confided in me.

I will maintain by all the means in my power the honor and noble traditions of the medical profession.

My colleagues will be my brothers.

I will not permit considerations of religion, nationality, race, party politics, or social standing to intervene between my duty and my patient.

I will maintain the utmost respect for human life, from the time of conception; even under threat I will not use my medical knowledge contrary to the laws of humanity.

I make these promises solemnly, freely and upon my honor.

This is a modern restatement of the Hippocratic Oath adopted by the World Medical Association in 1948.

Official Creed – EP Impersonators International Association

I have an obligation to all associations, groups, and businesses who purchase my entertainment services to provide those services in a professional and ethical manner.

I have an obligation as an Elvis performer, through all my personal, business, and social contacts, to be conscious of my image and what I represent and to conduct myself accordingly.

I will provide leadership and direction in continuing the music and style of Elvis, while lending strength and direction to the growth of the activity as a great world-class entertainment medium.

A Stick – Up Man's Code

1. I will not kill anyone unless I have to.
2. I will take cash and food stamps – no checks.
3. I will rob only at night.
4. I will not wear a mask.
5. I will not rob Minimarts or 7-Eleven stores.
6. If chased by cops on foot I will get away. If chased by vehicle I will not put lives of innocent civilians on the line.
7. I will rob only seven months out of the year.
8. I will enjoy robbing from the poor to give to the poor.

This was a list of personal rules found in the pocket of Dennis Lee Curtis, an armed robber, in Rapid City, South Dakota, upon his arrest.

The Firefighter's 10 Commandments

1. Be sincerely interested in and dedicated to you job. What you are able to contribute to, and receive from the department is only limited by your own degree of personal commitment.
2. Be loyal to the department and to your co-workers. You are a part of the department and it is a part of you.
3. Be diligent, learn to know and like you job. Do you best to analyze and profit by your mistakes. Be conscientious, recognize and accept you responsibilities. These include assuming responsibility for duties not specifically assigned.
4. Be aggressive in the pursuit of all education and training opportunities. You are never fully trained. The achievement of each educational objective only reveals the path to the ever increasing body of knowledge with which the firefighter must be familiar if he is to excel in this challenging profession.
5. Be courteous, considerate, enthusiastic and cooperative. You were assumed to be this kind of a person when you were accepted. Be especially tactful and considerate in dealing with those who have experienced a loss due to fire.
6. Be constantly aware that you are a representative of the fire department. Be certain that your dress and actions are a credit to this honorable profession.
7. Be cautious, guard your speech, both on and off duty. As a member of the fire department it is expected that you may possess information which should not be revealed. Handle privileged communications as such but be always willing to discuss the purposes, functions, history, and traditions of the fire service.
8. Be the type of person who inspires confidence and respect. Do this by being honest, fair, and trustworthy in all you dealings with others, and by keeping your personal affairs in such order that they would never embarrass you or the department if made public.
9. Be able to accept criticism graciously and praise, honors, and advancements modestly. Be aware of the fact that the human personality is never completely developed. You have an obligation to all with whom you interact to continually try to improve yours.

10. If any would be great among you , first let him learn to serve.

Carl E McCoy

APPENDIX G

APPENDIX G

Dear Tulsa Fire Department Member:

As a part of entering the Executive Fire Officer Program at the National Fire Academy I am required to complete an applied research project for the Executive Development Course. Please take time to complete the following short questionnaire that will be a part of the research and return it to me as soon as possible. Thank you in advance for your time and cooperation.

1. Have you ever accepted a free meal that was offered to you because you were a member of the Tulsa Fire Department?
2. Have you ever received a discount on a meal as a result of being a member of the Tulsa Fire Department?
3. Have you received goods or services at a discounted rate as a result of your employment with the Tulsa Fire Department?
4. Have you ever been stopped for a traffic violation and not issued a ticket because you are employed as a member of the Tulsa Fire Department?
5. Have you been offered free goods or services in exchange for not reporting or not issuing a citation for a fire code violation?
6. Have you ever faced a decision, while in the course of your duty, that although it was not a legal or illegal choice it may have been considered an ethical or unethical choice?
7. Do you feel that a "Code of Ethics" or "Code of Conduct" is needed to guide decisions that one may face as described in question number 6?

As you may know the Tulsa Fire Department currently has a Loyalty Oath that is signed by every new member of the fire department upon hiring and is sworn to on the day of graduation from the academy.

8. Should an additional "Code of Ethics" or "Code of Conduct" be established to be included in the hiring and swearing in process for new members?
9. If asked to on a voluntary basis would you as a current member of the Tulsa Fire Department sign a "Code of Ethics" or "Code of Conduct" if it were developed?
10. Should a "Code of Ethics" or Code of Conduct" be just for on-duty conduct or for both on and off-duty conduct?

Thank you very much for taking the time to fill out this document. Roger

APPENDIX H

APPENDIX H

Tom Baker
Fire Chief
411 South Frankfort Ave.
Tulsa, OK 74120

Dear Chief:

My name is Roger Sharp and I am a District Chief with the Tulsa Fire Department in Tulsa, Oklahoma. I have recently entered the Executive Fire Officer Program at the National Fire Academy and am currently involved in writing an applied research project for the Executive Development Course. My goal is to develop a Code of Ethics or Code of Conduct for the Tulsa Fire Department and would like to request information from your department. Please take a few minutes to respond to the following questions and return this questionnaire to the address below.

1. Does your department currently have a “Code of Ethics”, “Code of Conduct” or some other type “Oath of Office” that governs the conduct of the members of your department?
2. Is this a written document that is signed by your members as a condition of employment?
3. Does your document cover on and off duty conduct?
4. Have members of your department ever been terminated as a result of violating the code or oath?
5. If your department does not currently have a code or oath, do you feel that one is needed for your department?

Thank you for your time and response to this questionnaire.

If your department does not have a code or oath I will be glad to send a copy of my finished product to you if would like. Yes, send a copy_____

If your department has a “Code of Ethics” or similar document please send a copy along with this questionnaire to the address below. Thank you again for your cooperation.

Respectfully,
Roger C Sharp

APPENDIX I

APPENDIX I

OVERALL RESPONSE TO SURVEY 296/400 = 74%

Dear Tulsa Fire Department Member:

As apart of entering the Executive Fire Officer Program at the National Fire Academy I am required to complete an applied research project for the Executive Development Course. Please take time to complete the following short questionnaire that will be a part of the research and return it to me as soon as possible. Thank you in advance for your time and cooperation.

1. Have you ever accepted a free meal that was offered to you because you were a member of the Tulsa Fire Department? **YES 65% NO 34% N/A <1%**
2. Have you ever received a discount on a meal as a result of being a member of the Tulsa Fire Department? **YES 96% NO 4%**
3. Have you received goods or services at a discounted rate as a result of your employment with the Tulsa Fire Department? **YES 77% NO 22% N/A <1%**
4. Have you ever been stopped for a traffic violation and not issued a ticket because you are employed as a member of the Tulsa Fire Department?
YES 61% NO 38% N/A 1%
5. Have you been offered free goods or services in exchange for not reporting or not issuing a citation for a fire code violation? **YES <1% NO 99% N/A <1%**
6. Have you ever faced a decision, while in the course of your duty, that although it was not a legal or illegal choice it may have been considered an ethical or unethical choice?
YES 32% NO 65% N/A 3%
7. Do you feel that a "Code of Ethics" or "Code of Conduct" is needed to guide decisions that one may face as described in question number 6?
YES 42% NO 55% N/A 3%

As you may know the Tulsa Fire Department currently has a Loyalty Oath that is signed by every new member of the fire department upon hiring and is sworn to on the day of graduation from the academy.

8. Should an additional "Code of Ethics" or "Code of Conduct" be established to be included in the hiring and swearing in process for new members?
YES 44% NO 53% N/A 3%
9. If asked to on a voluntary basis would you as a current member of the Tulsa Fire Department sign a "Code of Ethics" or "Code of Conduct" if it were developed?
YES 65% NO 31% N/A 4%
10. Should a "Code of Ethics" or Code of Conduct" be just for on-duty conduct or for both on and off-duty conduct? **YES 53% NO 33% N/A 14%**

APPENDIX J

APPENDIX J

OVERALL RESPONSE TO SURVEY 18/42 = 43%

Dear Chief:

My name is Roger Sharp and I am a District Chief with the Tulsa Fire Department in Tulsa, Oklahoma. I have recently entered the Executive Fire Officer Program at the National Fire Academy and am currently involved in writing an applied research project for the Executive Development Course. My goal is to develop a Code of Ethics or Code of Conduct for the Tulsa Fire Department and would like to request information from your department. Please take a few minutes to respond to the following questions and return this questionnaire to the address below.

1. Does your department currently have a "Code of Ethics", "Code of Conduct" or some other type "Oath of Office" that governs the conduct of the members of your department?
YES 9/18 = 50 % NO 9/18 = 50%
2. Is this a written document that is signed by your members as a condition of employment?
IF YES TO #1 YES 4/9 = 44% NO 5/9 = 56%
IF NO TO #1 NOT APPLICABLE
3. Does your document cover on and off duty conduct?
IF YES TO #1 YES 9/9 = 100%
IF NO TO #1 NOT APPLICABLE
4. Have members of your department ever been terminated as a result of violating the code or oath?
IF YES TO #1 YES 7/9 = 78% NO 2/9 = 22%
IF NO TO #1 NOT APPLICABLE
5. If your department does not currently have a code or oath, do you feel that one is needed for your department?
IF YES TO #1 NOT APPLICABLE
IF NO TO #1 YES 7/9 = 78% NO 2/9 = 22%

Thank you for your time and response to this questionnaire.

If your department does not have a code or oath I will be glad to send a copy of my finished product to you if you would like. Yes, send a copy **YES 15/18 = 83%**

If your department has a "Code of Ethics" or similar document please send a copy along with this questionnaire to the address below. Thank you again for your cooperation.

Respectfully,
 Roger C Sharp

APPENDIX K

APPENDIX K

The Tulsa Fire Department Pledge of Commitment

As a Tulsa Firefighter I will support the mission of the department, obey the rules and regulations, and follow the orders of my superiors. In addition, I pledge the following:

On my honor I pledge to be.....**T***rustworthy*. I will be honest and truthful in all my dealings with the public, my superiors, subordinates, and with my fellow firefighters.

On my honor I pledge to be.....**U***nified*. I will always strive to live in harmony with those around me and to build upon relationships for the common good of my company and department.

On my honor I pledge to be.....**L***oyal*. I will always be loyal in word and deed to the City of Tulsa and the Tulsa Fire Department even if at times I disagree with rules or guidelines.

On my honor I pledge to be a.....**S***ervant*. I will serve the citizens of Tulsa to the best of my ability and with all my heart. If I am to be great among others, I must first learn to serve.

On my honor I pledge to be.....**A***ggressive*. I will aggressively deliver life and fire safety services in a safe and professional manner. I will quickly respond to all calls for help what ever the circumstances.

On my honor I pledge to be.....**F***riendly*. I will be courteous and friendly, always extending goodwill to all people. I will show comfort to those in need and compassion to those who have lost lives and property.

On my honor I pledge to be.....**I***nvolved*. I will be involved in my community in promoting life and safety issues and in helping in times of need both on and off-duty.

On my honor I pledge to be a... ..**R***ole Model*. I accept the honor of being a role model and will do all in my ability to represent the City of Tulsa and the Tulsa Fire Department only in the most positive light both on and off-duty. I will never use my position for personal gain, but only to promote the mission of the Tulsa Fire Department. I will wear my uniform proudly and never do any thing to bring dishonor to myself or the department.

On my honor I pledge to be... ..**E***nthusiastic*. I will be enthusiastic and joyful in carrying out the duties of my job.

On my honor I pledge to be.....**D***ependable*. I will be a person that can always be counted upon to carry out whatever I am asked to do. I will be a person that people can put their trust in.

On my honor I pledge to reach for **E***xcellence*. I will strive to be the best-trained and most knowledgeable firefighter that is possible. Average will never be good enough. I will only expect out of this job what I have the degree of commitment to give to it.

On my honor I pledge to be.....**P***hysically Fit*. I will keep by body and mind pure and fit so that I can be the best firefighter possible.

On my honor I pledge to be**T***olerant*. I will strive to accept others as they are and work in harmony even if our views differ. I will guard my speech and actions in regards to others.